

The Future of the Army Field Support Brigade

by

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THE FUTURE OF THE ARMY FIELD SUPPORT BRIGADE

by

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ABSTRACT

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In a national security environment where deficit reduction is imperative and defense budget cuts will require a scaled down force structure, coupled with a post-conflict era with diminishing requirements in Iraq and Afghanistan, what is the future of Army Materiel Command's (AMC) Army Field Support Brigades (AFSBs)? In 2006, AFSBs were formed with the mission to integrate acquisition, logistics, and technology (ALT) capabilities in support of the operational and tactical level commanders across the full spectrum of military operations. The AFSB can function in a variety of scenarios ranging from a hostile environment to contingency operations such as humanitarian assistance and disaster relief missions. However, despite a new era of declining budgets, constrained resources, and Army force reductions, this paper posits that the AFSB will remain relevant to the Army and should remain part of the Army's future force structure.

THE FUTURE OF THE ARMY FIELD SUPPORT BRIGADE

...After each major conflict, we not only cut the budget, we also lost vital capabilities needed for future operations. We cannot do the same thing again...

—General Ann E. Dunwoody¹

After every major conflict, the U.S. military has experienced significant budget reductions and pressure to reduce end-strength. Throughout history, when the Army has been forced to drawdown too quickly, the results have always been the same, “a significant loss of effectiveness and the loss of blood and treasure.”² Another historical trend of post-conflict budget reductions is that of the U.S. Army retaining more force structure than the budget could withstand, causing readiness to suffer and thus creating a hollow force. To avoid the mistakes of previous post-war reductions, the Army must not only resist the temptation to sacrifice readiness in order to retain force structure, but to reduce end-strength levels in a responsible manner in order to protect vital capabilities needed to remain effective for future operations.

The Budget Control Act of 2011 mandates reductions in federal spending, including defense spending, which reduces the Department of Defense’s expenditures by approximately \$487 billion over the next decade or \$259 billion over the next five years.³ In this national security environment where deficit reduction is imperative and defense budget cuts will require a scaled down force structure, coupled with a post-conflict era with diminishing requirements in Iraq and Afghanistan, what is the future of Army Materiel Command’s (AMC) Army Field Support Brigades (AFSBs)?

The AFSB concept began immediately following the terrorist attacks of 9/11. AFSBs were formed with the mission to integrate acquisition, logistics, and technology

(ALT) capabilities to provide the operational commander the full scope of logistics support from the tactical to the national strategic level.⁴ The AFSBs can function across a range of military operations from peace to general war, from contingency operations such as humanitarian assistance and disaster relief missions, to any hostile environment and conflict. However, given a new era of declining budgets, constrained resources, and Army force reductions, should the AFSB remain part of the Army's sustainment force structure, and will the AFSB remain relevant to the U.S. Army and the Army's sustainment force structure in the foreseeable future?

Given lessons learned over the past decade, future force reductions and requirements, and the uncertainty of the future operational environment, the AFSB with its inherent design, capability and adaptability is precisely the type of organization required for the future Army.⁵ AFSBs have evolved from capability gaps, transformation initiatives, and lessons learned through their missions and roles in support of operations such as Army force generation (ARFORGEN), combat operations in Iraq and Afghanistan, and humanitarian assistance and disaster relief (HA/DR) missions in Haiti and Japan. Over the past decade, AFSBs have remained relevant by evolving to meet logistical challenges and better support the Army and joint warfighter. The broad and varied missions of the AFSB coupled with its expeditionary capability and its role as an integrating sustainment bridge between the generating force and the operating force is unique, proven and enduring. The AFSB will remain relevant and viable in support of both the current and future Army by providing joint operational force commanders with ALT and sustainment support not typically provided by any other sustainment or support organizations such as sustainment brigades, expeditionary sustainment commands

(ESCs) or theater sustainment commands (TSCs). AFSBs are flexible and scalable organizations with unique capabilities and skills, capable of quickly adapting to evolving requirements in any operational environment.

This paper posits that despite declining budgets, constrained resources, and Army force reductions, the AFSB will remain relevant to the U.S. Army and should remain part of the Army's future force structure. The remainder of the paper will support why the AFSB is relevant now and in the perceivable future. The next section of the paper provides background information by highlighting the key roles, functions and capabilities of the AFSB's higher command authorities, AMC and Army Sustainment Command (ASC). Then, a section follows that specifically describes the key roles, functions and capabilities of the AFSB and why they are important. Lastly, two sections follow that discuss the AFSB's key enduring and future strategic roles to clearly demonstrate the significance of the AFSB in the future Army.

In order to further show the relevance and timeless capability of the AFSB, it is first important to review the origins of the AFSB and its mission in context of its higher commands. This is especially pertinent given the AFSBs primary role to leverage, link and provide AMC capability to the operational force.

Army Materiel Command and Army Sustainment Command

Army Materiel Command's current mission statement and mission is to "develop, deliver, and sustain materiel to ensure a dominant joint force for the U.S. and its allies."⁶ Army Materiel Command is part of the institutional Army, the Army's generating force and premier provider of materiel readiness to include technology, acquisition support, materiel development, logistics power projection, and sustainment to the total force, across the spectrum of joint military operations. Army Regulation 10-87 states, "AMC

provides superior technology, acquisition support and logistics to ensure dominant land force capability for Soldiers, and the United States and its allies.”⁷ Title 10, U.S. Code, Section 3013, lists twelve functions for which the Secretary of the Army is responsible. Of the twelve functions, AMC has statutory responsibility for four of the functions: Supplying, Equipping (including research and development), Servicing, and Maintaining. AMC operates through its major subordinate commands (MSCs) such as ASC; Army Contracting Command (ACC); Research, Development and Engineering Command (RDECOM); U.S. Army Security Assistance Command (USASAC); Military Surface Deployment and Distribution Command (SDDC); as well as its Life Cycle Management Commands (LCMCs), and Separate Reporting Agencies (SRAs) such as the Logistics Support Agency (LOGSA) to execute core functions such as maintenance at depots and arsenals, research and development, munitions production, storage, demilitarization, maintenance of logistics systems, contracting services, worldwide distribution, security assistance, and the integration of ALT worldwide. In summary, the major components and functions of AMC include:

- Equip and sustain the Army.
- Serve as the Army’s logistics integrator.
- Manage the Army’s logistics mobilization and contingency capability and capacity; maintain and store a prescribed level of Army prepositioned and war reserve stocks.
- Provide integrated materiel life cycle management of systems and equipment in partnership with Program Executive Officers (PEOs) and Program/Project/Product Managers (PMs).

- Demonstrate advanced technologies leading to new and improved operational capabilities and facilitate technology transition and integration into current capabilities.
- Serve as the National-level sustainment maintenance process owner.
- Plan contingency contracting operations at the strategic and operational level and provide mission command of the contingency contracting mission.
- Provide equipment and services to other nations through the security assistance program.
- Manage and execute the Army's Logistics Civil Augmentation Program (LOGCAP).⁸

The command's complex missions range from development of sophisticated weapon systems and cutting-edge research, to maintenance and distribution of spare parts. Army Materiel Command operates the research, development and engineering centers; Army Research Laboratory (ARL); depots; arsenals; ammunition plants; and other facilities; and maintains the Army's prepositioned stocks, both on land and afloat. Army Materiel Command also manages and provides the majority of the Army's contracting including a full range of contracting services for deployed units, installation-level services, supplies, and common-use information technology hardware and software. To develop, buy and maintain materiel for the Army, AMC works closely with the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) and the subordinate PEOs/PMs, industry, academia, government agencies, and the other military services.⁹

As one of the Army's four core enterprises, AMC and its major subordinate commands also serve as key partners in the Materiel Enterprise (M.E.). The M.E. is co-chaired by the ASA(ALT) and the commanding general of AMC and serves as an effective forum for collaboration among the Army's senior materiel leaders. Among many other things, this partnership primarily creates a more complete integration of the life-cycle management of systems between the developer (ASA(ALT)) and the sustainer (AMC).¹⁰

Over the past decade, AMC has transformed from a largely continental United States (CONUS) based institutional and industrial type command, to more of a global, operational-focused command reinvented to sustain both current and future wars. As an example of AMC's transformation, in 2006, the Army Field Support Command (AFSC), a major subordinate command of AMC, became the foundation for the creation of the ASC.

As the operational arm of AMC, ASC's mission is to synchronize distribution and sustainment of materiel to and from the field for the M.E. in support of the warfighter, and on order execute LOGCAP. Army Sustainment Command has assumed the role as the CONUS TSC capable of achieving true logistics synergy by leveraging all AMC subordinate commands and ALT assets to support the operational commander in generating and projecting combat power. The command also filled a materiel management gap created when Army corps and division-level materiel management centers were eliminated. Army Sustainment Command provides support to warfighters and their units, capitalizing on integrating capabilities of AMC and the M.E. to include: the ACC, SDDC, LCMCs; RDECOM; and ASA(ALT).

The ASC primarily executes its mission through the seven global, deployable and geographically aligned AFSBs and its organic distribution management center (DMC). M.E. capabilities are synchronized and delivered to the field through the AFSBs. In the next section, the mission, roles, functions and capabilities of the AFSB are discussed highlighting the importance and relevancy of the AFSB.¹¹

Why AFSBs are Important

Positioned globally from bases in the U.S., Europe, South Korea, and Southwest Asia, seven AFSBs provide the full range of AMC and ASC logistics support to units world-wide. By integrating and synchronizing ALT at the tactical, operational and strategic levels, the AFSBs enable full mission readiness for all combat units. The AFSBs are the primary means by which AMC's M.E. capabilities are synchronized and delivered to the field. AFSBs have command and control of all AMC and ASC activities located within their footprint. They provide a single coordination and execution point for ALT support to the field for commanders at all levels. The AFSBs also allow for feedback and suggestions from the commanders and supported units to which the Army/AMC/ASC or M.E. can respond. The AFSB supports a variety of organizations to include: Army headquarters organizations at Army command (ACOM), Army service component command (ASCC), direct reporting unit (DRU) or theater level, which includes geographic combatant commands, joint task force commands, combined/joint force land component commands, ESCs or TSCs.¹²

Established during war to support those in combat, the AFSB concept began shortly after 9/11 as a component of the AFSC which transitioned to the ASC in 2006. As the Army reorganized into modular forces, the requirement to transform acquisition, life cycle logistics, and technology functions and capabilities led to new organizations

along with new tactics, techniques, and procedures (TTP). The AFSB was originally formed to fill an identified capability gap in centralized command and control (C2) for deployed ALT capabilities.¹³ As a result, the development of the AFSB and associated TTP provided the operational commander and the senior logistics commander the means to integrate the full scope of logistics support from the tactical to the national strategic level. In 2002, when the AFSBs were first formed, the missions were limited in scope. Initially AFSBs had the Logistics Assistance Program (LAP), the Army Pre-Positioned Stocks (APS) mission, and a small LOGCAP mission. However, this mission set evolved and expanded when Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) began and units had specific deployment related requirements as well as in-theater ALT requirements. Examples of evolving missions include the left-behind equipment (LBE) mission, the theater provided equipment (TPE) mission, and the growth of AFSB requirements in support of Reset and ARFORGEN.¹⁴

The AFSB is a specialized, unique, mission-focused, expeditionary and deployable sustainment support organization with a broad and complex mission set. Furthermore, it is a highly modular, flexible, scalable and adaptable organization that can expand and contract in accordance with mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC) requirements. Modularity is a key design element of the AFSBs. Each AFSB contains a base element by which capability can be added to satisfy supported unit requirements. The personnel and equipment authorizations of the AFSB are built around a mixed modified table of organization and equipment (MTOE) and an augmentation table of distribution and allowances (TDA) structure with minimum essential traditional brigade

level staff capabilities.¹⁵ The MTOE portion of the AFSB remains common across the AFSBs, however, each augmentation TDA is tailored to support and meet each AFSB's specific unit mission requirements. The personnel component of the AFSB structure consists of a scalable and diverse workforce to include: military personnel, Department of the Army civilians, contractors, and local national civilians for OCONUS AFSBs.

The AFSBs provide a global presence and serve as the primary AMC interface to Army forces as the ALT conduit and integrator between the generating force and the operational force. The phrase, "AFSBs are AMC's single face to the field" has been institutionalized by AMC and ASC leaders past and present to illustrate the AFSB role and function of linking the supported field unit to the industrial sustainment capabilities of AMC and the M.E. AFSB integration activities can range from technology solutions such as add-on armor to a combat vehicle fleet, to resetting and issuing equipment as part of ARFORGEN, to providing LCMC and PM contract solutions to enhance in-theater materiel readiness.

The AFSB leverages and combines various AMC assets and the ASA(ALT) assets into a single brigade level unit that plans and synchronizes AMC and ASA(ALT) support to the operational Army and units world-wide. The AFSB can request assistance and support capabilities from AMC and ASA(ALT) to meet specific mission requirements. Although the brigades do not have organic or direct acquisition authority, the partnership maintained between AMC and ASA(ALT) through the M.E. has provided mutual benefits for the AFSB, PEOs/PMs and the supported unit. As an example, AFSBs are now more empowered to coordinate and acquire responsive support from the PEOs and PMs to resolve issues with new materiel fielding or acquisition related

issues such as sustainment or contract issues for newly fielded items, likewise, PMs can request logistics or other needed support from the AFSB during materiel fielding or follow-up actions.

Additionally, the AFSB can provide common joint, multinational, and interagency ALT support when directed by the joint force commander and ASCC. Though not all inclusive, the following list is provided to illustrate the range of responsibility and potential missions sets of the AFSBs:

- Serve as the single point of contact for ALT support in a specific area of responsibility; integrate and synchronize ALT support to the ASCC and subordinate ARFOR commanders.
- Provide C2 of assigned or attached for Army Field Support Battalions (AFSBns), Brigade Logistics Support Teams (BLSTs), Logistic Support Teams (LSTs), and supporting AMC, LCMC staffs.
- Plan for and provide C2 over AMC call forward sustainment maintenance and forward repair activity (FRA) organizations.
- Support ASC's responsibility to administer the Headquarters, Department of the Army (HQDA) Logistics Assistance Program (LAP) with the LCMCs.¹⁶
- Manage and coordinate Logistics Assistance Representatives (LARs) from the various LCMCs as part of LAP.
- Coordinate APS support; provide C2 AFSBns responsible to maintain and issue APS.
- Manage and maintain designated LBE.

- Synchronize sustainment efforts and Reset to promote operational readiness of the CONUS and forward deployed Army units to facilitate ARFORGEN.
- Manage, maintain, and retrograde designated TPE.
- Provide assistance as required in retrograde of non- TPE Class VII.
- Manage and coordinate other AMC national-level provider support as required.
- Synchronize, coordinate, and provide support to ALT actions, Army acquisition and materiel fielding support between PEOs, PMs, LCMCs and the supported units.
- Plan and coordinate the deployment, reception, staging, onward movement and integration of AMC and ALT organizations and individuals.
- Coordinate Army technology and science support from AMC's Research, Development and Engineering Command (RDECOM).
- Synchronize and coordinate other AMC sustainment support (i.e., sustainment maintenance work-loading, Army oil analysis program, ammunition support, etc.).
- Plan, integrate, and provide oversight assistance for operational contract support actions where the AFSB or one of its subordinate elements is the requiring activity. Conduct planning and integration with Army Contracting Command's (ACC) Contracting Support Brigades (CSB) and Principal Assistant Responsible for Contracting (PARC) where applicable.
- Manage contracts for logistics such as maintenance, supply, automation and property management.

- Plan and integrate Logistic Civil Augmentation Program (LOGCAP) support.
- Account for and arrange deployment support for contractors authorized to accompany the force (CAAF) in support of AFSB missions along with PEO/PM related CAAF and other Army CAAF as directed.
- Provide joint, multinational, and interagency support as directed.
- Assist with the identification, staging, inspection, and shipment of equipment and weapon systems designated for return to CONUS for retrograde, turn-in and Reset.¹⁷

The aforementioned mission responsibilities of the AFSB clearly identify specific and unique ALT support tasks that are critical to the Army's operational force. The relevance of the AFSB remains with its ability to provide operational commanders with this ALT capability not typically provided by any other sustainment or support organization in the Army. Only the AFSB, as part of the M.E., can effectively integrate and synchronize these unique ALT capabilities from the field to the national level in support of the operational and tactical level forces.

The mission sets of the seven globally dispersed AFSBs vary. Each AFSB has its own, primarily geographically dictated, missions and operations. Currently, two AFSBs are forward-deployed in southwest Asia (SWA); two are deployed and support overseas in Korea and Europe, and three AFSBs are located in the U.S. primarily involved in supporting ARFORGEN. The following paragraphs will highlight some of the differences in roles, responsibilities and key missions of the various AFSBs.

In Afghanistan the 401st AFSB provides support for the in-theater surge. The brigade currently oversees forward repair activities to include contractor-led

maintenance support teams at forward operating bases (FOBs) across the area of operations; manages the materiel and equipment retrograde process, maintains TPE, and provides C2 for LOGCAP operations.

In Iraq, the 402nd AFSB supported the drawdown operation by receiving equipment from departing units and coordinating with the LCMCs to either move equipment back to CONUS for Reset, relocate equipment to Kuwait for prepositioned stocks, or repair equipment in-theater to support surge efforts in Afghanistan. Additionally, the 402nd AFSB assisted in the transfer of over 50,000 pieces equipment to the Iraqi forces as part of the U.S. Equipment Transfer to Iraq (USETTI) mission.¹⁸ The brigade also maintains the APS-5 set and provides C2 for LOGCAP operations. Currently, the brigade is supporting the Department of State (DoS) mission in Iraq by providing base life support and maintenance support for equipment used by DoS and the Office of Security Cooperation Iraq.¹⁹

In South Korea, the 403rd AFSB is a theater focused brigade primarily responsible for providing ALT support in Korea and Japan. The brigade provides field support and ALT to United States Forces Korea (USFK), Eighth Army and maintains the APS-4 set in Korea and Japan. Additionally, the brigade is retrograding excess ammunition from Korea to the U.S.

In Europe, the 405th AFSB is a theater focused brigade supporting the European Command (EUCOM), Seventh Army and the African Command (AFRICOM). The brigade maintains ARFORGEN responsibility for Reset for units that deployed from Europe. Additionally, the brigade maintains the APS-2 set in Italy.

In CONUS, three AFSBs, the 404th, 406th, and 407th AFSBs share support responsibilities respectively across the western, eastern and central portions of the U.S. All three brigades are heavily invested in operational readiness and ARFORGEN support to include: Reset, LBE, equipment lateral transfer support, pre-deployment training equipment (PDTE) support, materiel management support, and C2 of the field-level readiness centers (FLRCs). In addition, the 406th AFSB has responsibility for the APS-3 set, the APS Afloat mission, executed in Charleston, South Carolina.²⁰

The mission sets of the AFSB have evolved since their inception following 9/11 and vary across the AFSBs. Given their expeditionary nature, world-wide coverage, global reach, strong base and modular concept, the AFSBs have easily adapted, expanded and transformed to support theater commands, ARFORGEN, and most importantly, operations in Iraq and Afghanistan. This flexibility and modularity inherent in the AFSB make it relevant and ideally suited to support current but enduring key strategic missions, as well as increasing future requirements.

AFSB Key Strategic and Enduring Missions

ARFORGEN and APS are two key and strategic missions involving materiel readiness that are always discussed or referenced by Army senior leaders. Many times these missions are items of interest not only with Army senior leadership, but with congress as well, especially given their strategic importance, cost, and impact on Army readiness. Based on current events, continuing conflict, and strategic guidance, ARFORGEN and APS are enduring concepts and functions in the future Army.²¹ In both cases, the AFSBs provide essential support, experience and expertise required for these missions to operate efficiently and effectively. In the case of APS, AFSBs maintain, account for, and manage all APS equipment and supplies worldwide. In

ARFORGEN, AFSBs have a key support role across the entire process and through the three force pools: Reset, Train/Ready and Available.²²

AFSBs support the ARFORGEN process by executing a variety of functions, to include accounting for, issuing, maintaining, and managing LBE at home stations, and performing the same functions for TPE in combat theaters. Additionally, the AFSBs account for and maintain the PDTE when not being used by units for pre-deployment training. In support of the Reset pool, the AFSBs will control and execute all aspects of field-level Reset and coordinate for sustainment-level (national) Reset. AFSBs execute the field level Reset mission either through a Directorate of Logistics (DOL), or through some form of contractual augmentation capability, in any case they have full command and control of the field-level Reset mission. As a unit progresses through the Reset pool of ARFORGEN, the AFSB will coordinate the reissue of LBE, synchronize the integration of both field-level and sustainment-level Reset, and coordinate and synchronize the fielding and training of new equipment from PMs.

Materiel integration in support of ARFORGEN is truly a key mission and priority of the AFSB. Equipment is constantly in motion with a continual need for its replacement, repair, modernization, synchronization and integration. As such, Reset and synchronization of ALT are continuous and enduring. Because of the services the AFSB can provide during ARFORGEN, supported units and commanders are not encumbered with materiel management requirements, and can focus on training Soldiers and preparing them for the next deployment. This kind of support delivers great value to the supported unit, making the AFSB a key and relevant component of the ARFORGEN process.

AFSBs also ensure the materiel readiness of the APS fleets as they perform the key role of maintaining and accounting for the Army's critical strategic pre-positioned stocks. Army pre-positioned stocks are Army owned and strategically positioned critical warfighting stocks afloat and ashore world-wide. Army pre-positioned stocks must be maintained to meet the need of future contingency operations. The APS program's primary mission is to reduce the initial amount of strategic lift required to support a predominately CONUS-based force projection Army and to sustain Soldiers and units until lines of communication are established.²³

To meet this mission, stocks are forward-positioned in six countries and afloat on ships. These stocks include combat equipment and supplies, and humanitarian relief stocks, at land and sea-based positions strategically located around the globe. Sites include CONUS, Italy, Korea, Japan, Kuwait, Qatar, and Afghanistan. Designated AFSBs maintain and account for the Army's Prepositioned Stocks in storage worldwide, issuing them on demand. More specifically, AFSBs store, maintain, repair, issue, Reset, upgrade (modernize), reconstitute and field APS stocks and equipment. Additionally, AFSBs coordinate the reception and issue of APS units and war reserve secondary items (WRSI) during the theater opening phase of any contingency.²⁴

There are four categories of APS which may be sea or land based. The overall concept of APS is to match deploying personnel with prepositioned materiel in the theater of operations. Therefore, four categories of APS exist to meet this requirement. These categories include: prepositioned unit sets (i.e., equipment sets for BCTs, sustainment brigades, etc.), operational project (OPRJ) stocks, Army War Reserve Sustainment (AWRS) stocks, and war reserve stocks for allies (WRSA).²⁵ In order to

care, manage and sustain these stocks in long term storage, requires the expert planning, maintenance and supply support, and management provided by the AFSBs. AFSBs have the necessary skills and leverage to AMC, LCMCs and the national sustainment base to effectively and efficiently manage all categories and facets of APS operations.

The APS program supports the National Military Strategy (NMS) by strategically prepositioning vital war stocks worldwide to reduce deployment response times of the modular, expeditionary Army. As the Army continues to transform while maintaining its modular, expeditionary nature, AFSBs will ensure APS are also adapting to maintain their crucial role. Equipping early-arriving combat forces with matching APS equipment is critical to preserving the receiving unit's fighting capabilities and minimizing training and sustainment challenges.²⁶

APS strategic capabilities are needed to support and meet the DOD Joint Swiftness Objectives and associated deployment goals.²⁷ AFSBs and the APS provide the means to rapidly employ an expeditionary Army by issuing and delivering combat equipment and support materiel when and where they are needed. The last ten years have demonstrated the strategic responsiveness of the AFSBs and APS with APS equipment and stocks being issued almost continuously. However, given the continuous support of APS over the years, reconfiguration, modernization and reconstitution of the APS sets remains a critical mission of the AFSBs and the Army.

To help the AFSBs restore APS, the Army requested \$679 million in base funding and \$288 million in overseas contingency operations (OCO) funding in the fiscal year 2012 budget request. The funding request focus is for the reconstitution of a fully

operational APS-3 Army Strategic Flotilla I Infantry Brigade Combat Team, APS-3 Army Strategic Flotilla III Sustainment Brigade, APS-3 Army Strategic Flotilla IV Theater Opening/Port Opening Package, APS-4 Heavy Brigade Combat Team, APS-5 Sustainment Brigade, APS-5 Heavy Brigade Combat Team, and APS-5 Infantry Battalion. With continued support and funding, the APS AFSBs are expected to complete the restoration of APS stocks by the year 2015.²⁸

The AFSBs and the APS program support our National Military Strategy by positioning critical warfighting stocks afloat and ashore worldwide providing combatant commanders maximum strategic flexibility and operational agility. Therefore, the enduring and key strategic mission of APS must be maintained to meet the need of future contingency operations. The AFSBs are best suited to execute this mission for a number of reasons. First, all the various skills, functions, tasks, techniques, and procedures of maintaining and accounting for APS completely correspond to the core competencies and mission set of the AFSB. Second, the APS sets are strategically aligned to theaters and combatant commanders, and the AFSBs are aligned both geographically to support the theaters and combatant commands, and to support the APS mission. Therefore, AFSBs are best postured to make recommendations and provide feedback to the theater or combatant commander as well as AMC/ASC concerning anything related to the condition or readiness of APS.

Lastly, the AFSBs can leverage all aspects of AMC and the M.E. to support the APS, a few examples include LCMC and item manager support for life cycle replacements or reconstitution of equipment and stocks, PEO and PM support for the fielding and reconstitution of new equipment to APS, and contract support for contract

oversight and management of the various maintenance and supply contracts in place to maintain and sustain APS. Accordingly AFSBs are best aligned, poised, resourced and experienced to continue in totality, the mission of maintaining and accounting for the Army's strategic APS stocks around the world.

Army field support brigades ensure materiel readiness as part of the strategic ARFORGEN and APS processes. In both cases, AFSBs rely on their diverse, core competencies while using a M.E. approach to sustain and improve materiel readiness. For this reason, coupled with a willingness to adapt and respond quickly to emerging requirements also make the AFSB the right choice for meeting new initiatives and requirements.

AFSB Future Roles and Missions

Army field support brigades are destined to continue to serve the Army well as a critical strategic support enabler. Aside from its roles and mission with respect to APS and ARFORGEN, the role and capability of the AFSB is expanding with the realignment and transfer of the Directorates of Logistics (DOLs) from the Installation Management Command (IMCOM), and as the executing agent for the Army transformation initiative, the Lead Materiel Integrator (LMI).

Army field support brigades are adapting to a new mission set and facilitating an AMC institutional adaptation by becoming the single integrator of logistics for the installations and garrisons around the world. The functions and responsibilities of installation Directorates of Logistics (DOL) are coming under the control of the AFSB following an agreement between AMC and IMCOM. The transfer of logistics responsibilities is driven by the Army's core enterprise concept to align core competencies and bring organizations with similar or related functions together.

Therefore, the DOLs that are aligned with IMCOM and the Services and Infrastructure Enterprise are better aligned with the M.E. whose core competencies include logistics.

The realignment of the DOLs from IMCOM to the AFSBs (AMC/ASC) unifies the Army's field-level maintenance and supply capabilities under a single command, thus aligning all logistics support functions with the core competencies of the AFSB. This effort allows AFSBs to apply their sustainment expertise to deliver logistics services, their core competency, while freeing installation and garrison commanders to focus on their core competency of installation management.

The magnitude of the transfer includes 77 DOLs world-wide, with 50 in CONUS and 27 overseas. DOL functions include asset management, retail supply, ammunition supply, central issue facilities, food service, materiel support maintenance, transportation and other support services. DOLs are important organizations that also affect the lives of Soldiers and their families. The DOLs feed, fix, fuel, supply and deploy the Soldier and equipment; and they move the families' household goods when they transfer to another station. The DOL workforce is a diverse workforce consisting of military personnel, civil service employees, contractors, and local national employees in overseas DOLs. At the start of the DOL transfer process or as an "initial operational capability" (IOC), the AFSBs will take operational control (OPCON) of the all DOLs, and eventually the DOLs will fully transfer from the installations to the AFSBs as a "fully operational capability" (FOC) at the start of FY 2013. The current OPCON relationship and partnering among IMCOM, installations, garrisons, AMC and AFSBs between IOC and FOC has already enabled the AFSBs to produce results for the DOLs and M.E. AFSBs have been able to standardize contracting practices, reduce or eliminate

redundancies, and return more than \$100 million worth of parts to the wholesale system while improving support to the installation customers.²⁹

Transforming the DOLs will also give the AFSBs a more robust capability to execute assigned ARFORGEN missions. AFSBs were already using DOL capabilities and work loading DOL maintenance facilities in support of their Reset and LBE missions. Having OPCON and then full control of the DOLs, will further assist the AFSBs in executing these missions with the ability and ease to centralize and distribute work loading of equipment repair across DOLs or installations, and/or provide augmentation of DOL capabilities based on capacity and assigned work. Additionally, the AFSBs will leverage the DOLs in order to optimize maintenance capacity and capability, and then establish a single source of repair on an installation. The intent is for the DOLs to serve as a hub or 'storefront' for all maintenance and supply functions on an installation, a core capability that will also control any additional capability that may reside at that installation. This concept will enable efficiencies by consolidating (repair facilities), reducing and eliminating redundancies in maintenance and supply capabilities; standardizing processes, setting standards, and establishing metrics to control how the standards are maintained.

AFSBs have already begun the migration of the FLRCs into the DOLs (storefront) to reduce redundant capabilities and provide the AMC one-stop shop on a garrison that is able to leverage the M.E. capabilities in support of requirements.³⁰ Under IMCOM management, each DOL was aligned with a different commander, and therefore each DOL had different TTP, standards, management techniques, business practices and minimal measures of performance. Likewise, the logistics expertise across the senior

leaders within the different commands varied, and garrison commanders by selection were not subject matter experts in ALT or had logistics as their core competency. Therefore, redundancies, inefficiencies and lack of standardization exist across the DOLs that will be remedied over time by the AFSBs and the M.E.

AFSBs are truly the ideal support organization to realign and assume mission command of the entire DOL organization given their established worldwide coverage and geographically dictated missions and operations; their core competencies for ALT, materiel management, and contract management; their link to the M.E.; and their innate ability to manage a diverse military, civilian, contractor and local national work force. The AFSBs in command of the DOLs will provide senior commanders on installations one source for repair and materiel support, while ensuring good or better service at the best value through increased standardization, quality, efficiency and performance.

The AFSBs will also serve a key role in a major Army transformation initiative called Lead Materiel Integrator (LMI), a change that will affect the entire Army from company-sized units to managers and leaders in the Pentagon. In an Army Directive on March 22, 2011, the Secretary of the Army designated AMC as the Army's LMI which changes how equipment is distributed across the Army.³¹ Essentially, this means that AMC was designated as the single headquarters with the authority to oversee and execute the Army's materiel distribution processes in an effective and efficient manner as part of the M.E. In turn, AMC designated ASC to serve as the executive agent for the materiel distribution responsibility thus co-locating sustainment expertise with materiel distribution execution. The ASC will rely heavily on its AFSBs for materiel action and distribution execution at the operational or user level.

Currently many different entities are involved in materiel distribution decisions to include the Headquarters Department of the Army (HQDA) Staff. The Chief of Staff of the Army (CSA) wanted a streamlined process and to divest the Army Staff from performing the daily materiel distribution tasks. Accordingly, with the designation of LMI the Army will standardize the process of providing materiel to the warfighter that once was managed by multiple organizations, databases, and people.

Because the Army has been at war, the Army did what was necessary to meet unit equipment requirements. Therefore, the focus of equipment distribution has been delivering the right equipment the quickest way possible to the units in need. However, this approach was expensive and led to inefficiencies. In the end, the Army had many permutations for materiel and equipment management where it had multiple organizations and people managing materiel with multiple information systems across multiple sources or 'piles' of materiel and equipment some of which include: Theater sustainment stocks, TPE, APS, LBE and PDTE sets.

With LMI, the latest in automation technology provides for one distribution manager, one source for managing repair and one authoritative logistics database capable of total asset visibility across the total Army. This capability will allow the Army to optimize supply against demand, and quickly devise distribution solutions to the Army's unit equipping priorities. Therefore, success with LMI depends on two key elements: achieving total asset visibility and devising distribution solutions to the Army's equipping priorities. The significance of LMI is best summarized by General Dunwoody, the AMC commander, who stated, "This is probably one of the most transformational

adaptations we have had at the institutional level that is really going to impact ARFORGEN and our ability to sustain and equip forces.”³²

Lead materiel integrator is a complex, dynamic and unprecedented initiative. Discussing the complete LMI process in all its complexity exceeds the scope of this paper; however, some further discussion is required to highlight the importance and relevance of the AFSBs in the process. In short, as AMC’s operational arm, the AFSBs coupled with ASC, become the LMI executing agents responsible for synchronizing and integrating the materiel distribution and redistribution processes. The Army and LMI’s real challenge is that equipment requirements always exceed supply, therefore, the AFSBs in concert with ASC and other materiel stakeholders must ensure the right equipment in the right quantity and condition, arrive at the right place, at the right time.

In order to execute LMI, a system is being built that can view Army priorities and requirements with all equipping demands (demand signals) such as unit deployments, Army support to other services and new equipment fielding, and link that with all the various materiel and equipment supply sources; and then connect the materiel requirement, the demand, with the source of supply over time. To assist with supply or asset visibility, the Secretary of the Army also designated the AMC’s Logistics Information Warehouse (LIW), maintained by AMC’s Logistics Support Activity (LOGSA), as the Army’s authoritative single logistics database. This authority will facilitate a comprehensive logistics database, a key element in creating equipment solutions.³³ In addition, LOGSA, developed a decision support tool (DST), an automated, collaborative, web-based tool and powerful sourcing engine that compares the Army’s resources in LIW with its validated and prioritized requirements and

demands, thus creating materiel distribution solutions based on Army policies, strategy and priorities.³⁴ The DST not only reveals different ways to solve challenging equipping distribution problems but assists equipment managers in considering the impact of delivery times, transportation costs and long term effects of any decision.

The AFSBs role in the process is best summarized by MG Fontaine, the ASC commander at the time who stated, “the automation will help us gain visibility of all Army equipment, but we will rely on our DMC and AFSBs to make the system work day to day. There’s nothing like being on the ground to get the ground truth.”³⁵ Therefore, the LMI solution will execute through the AFSB at the installation level, but the AFSB will be involved in many other facets of the LMI process to include: validating the demand signal, reviewing and validating the sourcing solution, participating in the combined equipping conference (CEC) which helps synch the re-equipping portion of a unit’s Reset process, and track execution of an equipment distribution action until complete.

At this point, it becomes clear why AMC, the M.E., and in turn, the ASC and AFSBs were deemed as the LMI. AFSBs already possess the ability to identify equipment that can be brought to ready status, repaired, and then issued. The AFSBs have been a key enabler to the LBE and Reset process of ARFORGEN. AFSBs already had unit equipping status information, equipment on hand status, as they are a critical supplier of equipment either directly through LBE and Reset or indirectly through the PEO/PMs for new equipment fielding. AFSBs already account, manage and have visibility over some of the key supply or equipment sources to include: LBE, TPE, APS, theater sustainment stocks, retrograde stocks, and PDTE sets. Furthermore, being a key component of the M.E. allows for ease of access and visibility over new equipment

production and fielding, and equipment in LCMC depots and arsenals for Reset or repair, all of which are variables in the equipment distribution equation. Again, given the AFSB's geographical and theater alignment allows the AFSBs to integrate and provide this service across the Army world-wide.

Lead materiel integrator is important to the Army because it provides a comprehensive enterprise approach to materiel distribution that fosters open communication ensuring the most effective and efficient way to generate equipped forces. Lead materiel integrator will optimize equipment usage throughout its life cycle in an efficient and cost effective method. For the first time, the LMI will integrate equipment on hand and the equipment readiness of equipment reporting in a single organization. The ASC with its supporting automation tools and AFSBs will provide a single authoritative sourcing solution to equip ARFORGEN rotational units, non-rotational units, and generating force units, and ensure that equipment is delivered in a combat ready status, when needed, to meet unit mission requirements. In the end, the AFSBs and ASC serve as the single integrator with visibility across the Army enterprise and throughout the lifecycle of equipment that can produce better readiness at best value in support of the Army and nation. AFSBs best serve the LMI process as they are the operational component of the M.E. and best postured to validate the demand signal, the sourcing solution to include the equipment on-hand and readiness status, and track the execution of the distribution action until closure at the unit level.

The missions of the AFSB continue to grow, expand and evolve. The AFSBs with their world-wide reach, theater alignment, unique ALT capability, and connectivity with AMC/ASC and the M.E. make the AFSB an ideal and very capable unit to support these

global, enduring, strategic, and transformative mission sets. Furthermore, the combination of the AFSBs core competencies, base mission sets and the newly evolving missions (i.e., DOL and LMI) are not only newly formed functions in their own right, but mutually supporting to existing missions or vice versa thus creating an ALT synergy and capability in one organization unlike any other found in the Army force structure.

Conclusion

With the certainty of significantly reduced budgets and a very active threat environment, the Army must produce a force that is smaller yet more capable. The AFSB is precisely an adaptable and capable organization envisioned to support the Army and joint forces of the future. The AFSB's ALT capable base structure, combined with a modular and scalable design concept, facilitate additional specialized capability when needed to support the operational commander's requirements in a dynamic and uncertain environment.

The AFSB is a global and expeditionary organization without peer, a one-of-a-kind organization in the Army force structure that provides an immeasurable and distinct capability unmatched by any other unit in the Army. As AMC's operational arm and "face-to-the-field," the AFSB executes its unique and complex mission of providing ALT capability by leveraging the sustainment, materiel management and distribution capacity of AMC and the M.E., and by serving as the conduit to connect the entirety of this capability to the operational force. The AFSB's on-the-ground situational awareness and understanding of the operational environment also facilitate operational adaptability with the institutional base or generating force in providing timely technology, readiness and materiel solutions required of a dynamic force with evolving requirements in a changing

environment. This framework also allows the operational force a responsive and direct way to provide feedback and suggestions, thus reducing the time required to learn what materiel and equipment improvements are required, and expedites the implementation of those improvements. The AFSB's overall goal is to provide the most responsive ALT support to senior commanders worldwide.

The AFSB is a critical and versatile component of the sustainment framework and Army force structure that can support the full range of operations, from long- term combat operations to short- term humanitarian assistance operations, in any operational environment. The AFSB can perform and operate independently as in split-base operations during deployment or early entry into a theater. It can operate as part of a joint force or as a multinational coalition. The range of operations may be simultaneous and continuous with a combination of offensive, defensive, stability and reconstruction operations; or civil support operations as part of an integrated Joint Interagency, Intergovernmental Multinational (JIIM) coalition; or the AFSB may need to assist homeland security by supporting civil support operations during a national disaster. In any case, the AFSB can adapt and provide the necessary ALT support required of the particular situation.

The AFSB has remained relevant by adapting to meet the logistical challenges of the past decade. The mission sets of the AFSB have evolved since their inception following 9/11 and the transformation of ASC. Given their flexibility and modular concept, the AFSBs have adapted, expanded and transformed primarily to support ARFORGEN and operations in Iraq and Afghanistan. The AFSB will remain relevant and viable in support of both the current and future Army by providing operating force

commanders with essential ALT and sustainment support not typically provided by any other organization in the Army.

For all the reasons discussed previously, the AFSB remains the singular organization ideally suited to sustain current and enduring key strategic missions like APS and ARFORGEN. Likewise, AFSBs will continue to serve a transforming Army as a critical strategic support enabler by adapting to new mission sets such as DOL and LMI. Becoming the single integrator of logistics for the installations and garrisons around the world as part of the DOL transfer, and serving as a key integrator for materiel distribution as part of LMI, deem the AFSBs an incredibly relevant and key component of the Army's future force structure.

By the very nature of their mission, the AFSBs are tied directly to virtually all current logistics missions and serve as key component of the planning process for future logistics missions. To sustain their relevancy in the foreseeable future, the AFSB must continue to deliver AMC capability across the force and the range of operations while executing all missions and tasks effectively and efficiently. However, equally important, the AFSB must remain a transformative organization that continually adapts and responds to the warfighter's requirements as a synergistic operational extension of AMC, ASC and the M.E.

Endnotes

¹ Ann E. Dunwoody, "Strategic Choices: Adapting to Win," *Army Magazine*, October 2011, 82.

² John M. McHugh and Raymond T. Odierno, *2012 Army Posture The Nation's Force of Decisive Action: A Statement on the Posture of the United States Army 2012*, Posture Statement presented to the 112th Cong., 2nd sess. (Washington, DC: U.S. Department of the Army, 2012), 16.

³ Leon E. Panetta, *Defense Budget Priorities and Choices* (Washington, DC: U.S. Department of Defense, January 2012), 1.

⁴ U.S. Department of the Army, *Army Field Support Brigade Tactics, Techniques, and Procedures*, Field Manual Interim 4-93.41, C1 (Washington, DC: U.S. Department of the Army, February 22, 2007), 1-1.

⁵ Raymond T. Odierno, "Army has three principle roles: Prevent, Shape, Win," *AUSA News*, March 2012; Raymond T. Odierno, "Building on a Foundation of Strength: The Nation's Force of Decisive Action," *Army Magazine*, October 2011, 26.

⁶ "Army Materiel Command Mission," *Army Materiel Command Magazine*, 2010-2011, 11.

⁷ U.S. Department of the Army, *Army Commands, Army Service Component Commands, and Direct Reporting Units*, Army Regulation 10-87 (Washington, DC: U.S. Department of the Army, September 4, 2007), 4.

⁸ Ibid.

⁹ U.S. Department of the Army, *Army Acquisition Policy*, Army Regulation 70-1 (Washington, DC: U.S. Department of the Army, July 22, 2011), 1; "Army Materiel Command Mission," *Army Materiel Command Magazine*, 2011-2012, 14. The Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) is the Army Acquisition Executive (AAE). The AAE is totally responsible for acquisition matters within the Department of the Army and is the single decision authority for all Army acquisition matters. The ASA(ALT) is responsible for approving all requests to initiate new acquisition programs that are supported by approved capability documents, requisite funding, and program documentation.

Bradford Brown, *Introduction to Defense Acquisition Management, 10th Edition* (Washington, DC: Defense Acquisition University Press, August 2010), 24. The position of Program Executive Officer (PEO) was established in 1986 based on the Packard Commission Report. A PEO is typically a general officer or Senior Executive Service (SES) civilian equivalent responsible for the first-line supervision of a group of like programs, each managed by a Program Manager (PM). Examples are the Army's PEO for Ground Combat Systems, the Navy's PEO for Tactical Aircraft Programs, and the Air Force's PEO for Combat and Mission Support. The number of PEOs varies by Service and over time, but typically, the Services have between 5 and 12 PEOs at any one time. Current policy provides that PEOs may not have any other command responsibilities unless a waiver is obtained from the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)). The Army and the Air Force have obtained waivers and, in some cases, have dual-purposed the commanders of their respective acquisition commands as PEO.

¹⁰ ASC Public Affairs, "The Materiel Enterprise: Materiel Solutions for our Soldiers," November 2, 2009, linked from *The United States Army Home Page* at "News Archives," <http://www.army.mil/article/29721/the-materiel-enterprise-materiel-solutions-for-our-soldiers/> (accessed February 15, 2012). Materiel Enterprise (M.E.) is one of the Army's four core enterprises and is responsible for materiel management from concept to combat. The M.E. brings together all of the organizations and stakeholders involved in providing materiel solutions for the Army. It incorporates all materiel life cycle functions to include research, development, acquisition, testing, distribution, supply, maintenance, industrial base operations and disposal.

The goal is to provide Army leadership with information and analysis to enable them to make sound decisions.

The M.E. is co-chaired by the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) and the commanding general of Army Materiel Command (AMC). This partnership creates a more complete integration of the life-cycle management of systems between the developer (ASA(ALT)) and the sustainer (AMC).

The M.E. is all about communication, cooperation and collaboration. The intent is to achieve transparency across the entire organization - its people, processes, capabilities and components. The M.E. established two forums that allow stakeholders to collaborate on materiel lifecycle efforts. The Materiel Enterprise Executive Forum is responsible for setting the strategic direction and priorities for the M.E.. The Materiel Enterprise Collaboration Council (MECC) is responsible for the integration of functions across the enterprise and synchronizing M.E. efforts with the other core enterprises.

¹¹ Yves J. Fontaine and Joseph E. Schultz, "Army Sustainment Command: The Leading Edge of the Materiel Enterprise," *Army Magazine*, June 2010, 29.

¹² U.S. Department of the Army, *Logistics Assistance*, Army Regulation 700-4 (Washington, DC: U.S. Department of the Army, December 14, 2007), 6.

¹³ U.S. Department of the Army, *Army Field Support Brigade Tactics, Techniques, and Procedures*, iii.

¹⁴ 2012 Army Posture Statement Addendum, "Addendum H – Equipment Reset," https://secureweb2.hqda.pentagon.mil/VDAS_ArmyPostureStatement/2012/addenda/addenda_h.aspx (accessed March 15, 2012). William M. Lanaers and Brent D. Coryell, "Reset: Extending the Life of Army Equipment," *Army Logistician*, January-February 2006, 2. The Army Equipment Reset Program is focused solely on equipment coming out of Iraq and Afghanistan, reversing the effects of combat stress and restoring equipment to a desired level of combat capability commensurate with future missions. Virtually all equipment coming out of Iraq and Afghanistan requires some kind of Reset. The extent of wear or damage, sophistication of repair work required, long-term fleet management plans (to manage obsolescence), lessons learned, capability shortfalls and scarcity of equipment among Army units determine which equipment shall be Reset and to what extent, where, at what cost and by which agencies to ensure equipment is ready for the next contingency.

Reset encompasses one of the following as determined by a Reset assessment team in a screening process conducted in conjunction with the unit or, in the case of recapitalization, at the discretion of the program executive officer or program manager: Replace - procure new equipment to replace battle losses and washouts from the repair process. Recapitalize - restore equipment's useful life (in some cases to 0 miles or 0 hours) and remove damage and stress incurred during deployment. Reset (national or sustainment-level) - work is performed to correct equipment faults that are above the field level. It may be performed by a directorate of logistics (DOL), contractors, or the Army's industrial base. Reset (field-level) - work is performed to correct equipment faults at the field level, it may be performed by Soldiers or augmented by contractors as required.

As overseas contingency operations in Iraq and Afghanistan drawdown, units in the AVAILABLE phase will assume missions in other places. Units that are task organized to meet operational plans and contingency requirements other than OEF, known as Contingency Expeditionary Forces (CEF), will also pass through a Reset phase of ARFORGEN; however, as their missions do not support OEF, they do not qualify for equipment Reset under current funding rules.

¹⁵ Ibid., 1-2.

¹⁶ U.S. Department of the Army, *Logistics Assistance*, Army Regulation 700-4 (Washington, DC: U.S. Department of the Army, December 14, 2007), 5. Logistics Assistance Program is the Department of the Army's plan of action in which technical resources are provided to assist using commands in identifying and resolving problems affecting materiel and logistics systems that are beyond the capability or responsibility of using field commands. It also provides for the collection, evaluation, and exchange of technical information.

¹⁷ U.S. Department of the Army, *Army Field Support Brigade Tactics, Techniques, and Procedures*, 1-1.

¹⁸ J.R. Wilson, "AFSBs: ASC's Full-spectrum Providers," *Army Materiel Command Magazine*, 2010-2011, 45.

¹⁹ "Headlines, Army Field Support Brigade Supports Department of State Mission in Iraq," *Army Sustainment*, March-April 2012, 65.

²⁰ J.R. Wilson, AFSBs: ASC's Full-spectrum Providers, 46.

²¹ Raymond T. Odierno, "America's Army The Nation's Force of Decisive Action," *Army Magazine*, April 2012, 32.

²² U.S. Department of the Army, *Army Force Generation*, Army Regulation 525-29 (Washington, DC: U.S. Department of the Army, March 14, 2011), 1.

²³ U.S. Department of the Army, *Army Prepositioned Operations*, Field Manual 3-35.1 (Washington, DC: U.S. Department of the Army, July 1, 2008), 1-2.

²⁴ 2009 Army Posture Statement Information Papers, "War Reserve Secondary Items," http://www.army.mil/aps/09/information_papers/war_reserve_secondary.html (accessed March 1, 2012). The WRSI are secondary items needed for the wartime initial equipping and sustainment piece of the Army Prepositioned Stocks (APS) program. The WRSI supply classes are I (subsistence), II (clothing and textiles), III package (oil and lubricants), IV (construction and barrier material), VIII (medical supplies), and IX (repair parts and major assemblies). The WRSI are critical to the "fightability" of APS and deployed ground forces. They are found throughout APS as: Authorized Stockage List (ASL), shop stock and Unit Basic Loads for APS combat brigades, APS sustainment support brigades and other APS unit sets; Operational Projects (OPROJ) for special mission requirements over normal unit allowances (e.g., aerial delivery, mortuary affairs and Enemy Prisoner of War stocks); Initial sustainment (up to 60 days) for deployed forces until sea lines of communication are established. These stocks are intended to provide essential "swing stocks" and to minimize impact on strategic airlift in early stages of a contingency.

²⁵ U.S. Department of the Army, *Army Prepositioned Operations*, 1-2.

²⁶ Linda K. Theis, "Army Pre-Positioned Stocks (APS) Ready for Action," *Army AT&L*, July-September 2008, 23.

²⁷ *Ibid.*, 1-1.

²⁸ Mitchell H. Stevenson, *Current Materiel Readiness of U.S. Forces in Review of the Defense Authorization Request for Fiscal Year 2012 and the Future Years Defense Program*, Statement presented to the 112th Cong., 1st sess. (Washington, DC: U.S. Department of the Army, 2011), 7.

²⁹ U.S. Department of the Army, *2012 Annual Report on Business Transformation: Providing Readiness at Best Value* (Washington DC: U.S. Department of the Army, March 1, 2012), 14.

³⁰ Field Logistics Readiness Centers (FLRCs) provide a contracted workforce to provide repair capability at various installation locations throughout the U.S. FLRCs provide organizational and field maintenance augmentation and sources of repair (repair and return programs) for Left-Behind Equipment (LBE), Pre-Deployment Training Equipment (PDTE) and field-level Reset programs.

³¹ U.S. Secretary of the Army John M. McHugh, "Army Directive 2011-06 (Designation of U.S. Army Materiel Command as the Army's Lead Materiel Integrator (LMI))," memorandum for Army Commands, Washington, DC, March 22, 2011.

³² Cherish Washington, "U.S. Army Materiel Command Named the Army's Lead Materiel Integrator," March 30, 2011, linked from *The United States Army Home Page* at "News Archives," <http://live.usaasc.info/u-s-army-materiel-command-named-the-army%e2%80%99s-lead-materiel-integrator/#comments> (accessed March 2, 2012).

³³ Robert P. Sullivan and Juanetta L. Brent, "LOGSA: Sustaining the Heartbeat of the Materiel Enterprise," *Army Sustainment*, September-October 2011, 3. LIW is the Army's primary source for storing, accessing, acquiring, and delivering integrated logistics domain data and information for reuse, analysis, and aggregation. LIW is more than just a data repository, it also houses logistics reference information, such as electronic technical manuals and interactive electronic technical manuals, Federal Logistics Data (FED LOG), reports, applications, and tools made available to the customer in a user-friendly portal format. The broad suite of tools offered by LIW is governed by business rules and logic that ensure that data are presented to Army commanders and senior leaders as actionable intelligence.

³⁴ *Ibid.*, 4.

³⁵ Yves J. Fontaine, "LOG Sustainer Q&A: Providing Front-line Logistics Support to Combat Units," Interview by Military Logistics Forum, *Military Logistics Forum*, May 2011, 22.

